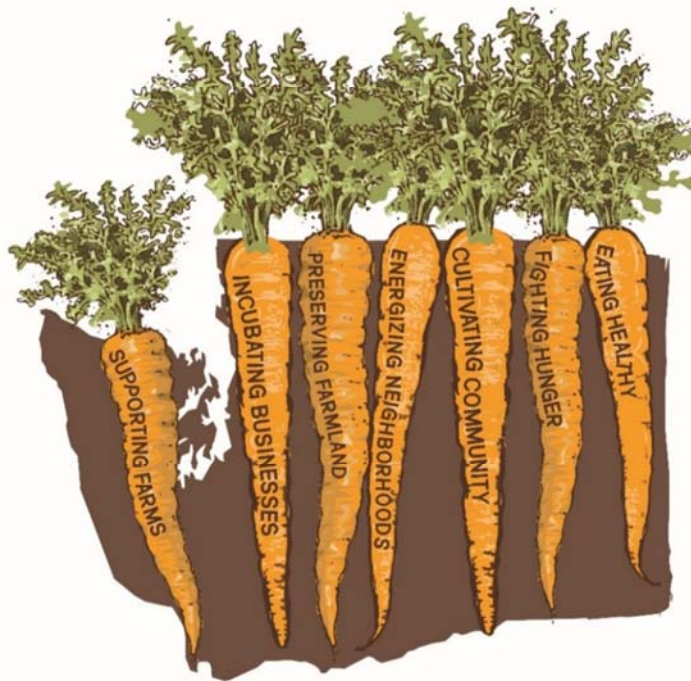




WASHINGTON STATE
FARMERS MARKET
ASSOCIATION

2020 FARMERS MARKET "BOOT CAMP" for MANAGERS & BOARD MEMBERS

These Roots
Run Deep



FIND IT AT THE
Farmers Market

Washington State Farmers Market Association

info@wafarmersmarkets.org

(206) 706-5198

www.wafarmersmarkets.org

FARMERS MARKET “BOOT CAMP” for MANAGERS & BOARD MEMBERS

Colleen Donovan & Ivy Fox, February 2020

*Resources for new and returning farmers market managers, staff, volunteers,
and board members who want to learn the core basics of running a farmers market.*

Farmers markets are far more complex than most people realize. Often it is only after experiencing a market season that the full scope of what it takes is truly appreciated. Those charged with running a farmers market for the first time or launching a new farmers market face a steep learning curve. The purpose of the WSFMA’s “Boot Camp” is to give farmers market managers the essential tools, tips, and context to run a farmers market.

Since 2014, the WSFMA “Boot Camp” has been collaboratively developed by leaders in our farmers market community including Karen Kinney and Ivy Fox. Their commitment to professionalizing farmers markets and dedication to sharing and creating vital resources is the backbone of this workbook.

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Washington State Farmers Market Association

Founded in 1979, the WSFMA is a 501c3 nonprofit with three staff and an eleven-member board of directors. The WSFMA's 110 member farmers markets represent over \$55 million in annual vendor sales that directly support family incomes. The WSFMA publishes an online and print directory of farmers markets, creates regional promotions, organizes online forums, reports on industry trends, and hosts an annual farmers market conference. In partnership with the DSHS and DOH, WSFMA and its team of “Regional Leads” work with local farmers markets to foster healthy communities by enabling low-income shoppers to purchase fresh produce from local farmers using programs such as the SNAP and the Farmers Market Nutrition Program as well as matching programs. Our vision is for strong, resilient farmers markets where vendors are successful and farm sales continue to grow and provide the public with access to fresh, healthy food and the opportunity to meet the farmers who grow it; where Washington State’s small family farms are valued, and this is reflected in local and state policy.

Funding for this workbook was made possible by the U.S. Department of Agriculture’s (USDA) Agricultural Marketing Service through grant AM170100XXXXG121. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the USDA.

① What is a Farmers Market?

- **What makes a “farmers market” a farmers market?**
- **What kinds of farmers market organizations are there in Washington State?**

There are events that call themselves a “farmers market” with nary a farmer in sight, events full of farmers that call themselves a “Sunday Market” or other general name, and the occasional business or brand with neither farmers nor markets that uses “farmers market” on its signage.

So, what makes something a farmers market?

In a word, farmers! And the institutionalized priority given to farmers and Washington agriculture in the market’s organization, operations, and marketplace. Washington State does not have a codified definition of “farmers market.” The closest we get is the RCW around “qualifying farmers markets” for selling and sampling alcohol and the Department of Health language about eligible farmers markets for participating in FMNP. These definitions were based on the WSFMA’s Roots Guidelines.

The WSFMA’s “Roots Guidelines” have established the foundational definition of a farmers market used by its member farmers markets:

- First, there must be an average of at least five farmers per market day.
- Second, the farmers market must meet the “WSFMA Gross Sales Formulas”

Total Farmers Sales must be greater than (>) Processor + Resellers gross sales combined.
and

All Farmers + Processor + Resellers sales must be greater than (>) Artisan/Crafter + Prepared Food.

The goal here is always to ensure that farmers markets are truly about and for farmers. This is tricky in today’s marketplace as shoppers have come to expect many different – and sometimes competing – experiences, vendors, and products from their farmers market. In recent years, farmers markets in Seattle have been working together with the City of Seattle to further define a farmers market.

FARMERS. <http://wafarmersmarkets.org/wsfma-rootsmemberguidelines/>

One who raises produce, plants or botanicals, or animals which they sell at WSFMA Member Markets on land they own, lease or rent, in the State of Washington or border counties. The definition of Farmer may also include someone who processes produce, fruit, berries, botanicals, meats, honey, etc., which is grown, raised, or harvested on their own, leased or rented property, in the State of Washington or border counties and then turned into value added product(s) such as jams, cider, salsa, vinegars, alcoholic beverages, essential oils or any other botanical use. It may also include Farmers who raise the basic ingredient(s) of a product, but who must send it out for fundamental processing, either within Washington State or border counties, before creating the value-added product. Such Vendors might include those Farmers selling certain essential oils, smoked meats or fish, etc. This excludes Resellers or those who might work on or manage a corporately owned farm and have permission to dispose of surplus product.

When we count farmers markets for research purposes, we count *each unique farmers market location* as a farmers market. So, a farmers market that operates one day a week in a location counts as one market. Likewise a farmers market operating more than one day a week in the same location counts as one market, such as the Olympia Farmers Market that operates four days a week in its permanent location during part of the year.

In Washington, over 95% of farmers markets operate one day a week. Over a third (36%) of these markets operate on Saturday. The second most frequent day is now Thursday (19%); it used to be Wednesday (WSFMA, 2019 Member Report).

When thinking about farmers markets, we tend to refer to them by size. But how do we measure a farmers market's size? Sales? Operating budget? Number of Vendors? Number of shoppers? Size of market site? Days open per year? Number of staff or volunteers? All of these are important. For the purposes of comparison, size is measured by the "Average number of vendors on a typical market day in the summer, excluding community or non-profit service booths."

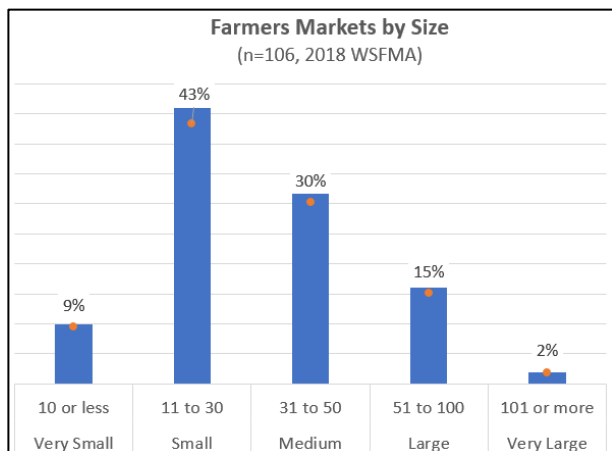
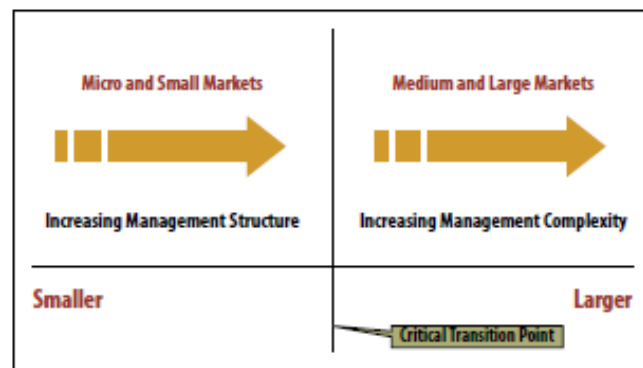


Figure 1. Market Size and Increasing Management Structure and Complexity



Among WSFMA member markets, over 50% are categorized as small or very small markets. Markets of every size can be successful. The question is what is the ideal size for your mission and community? Smaller markets can face challenges raising operating funds because they have a smaller vendor pool to collect fees from every week. Larger markets can demand more staffing and management sophistication. A 2007 report by Oregon State University does a great job of describing the link between market size and management organization. Figure 1 shows that there is a critical transition as markets move from small to medium in terms of the increasing management complexity they need (Source: Stephenson et al. 2007, "Understanding the Link Between Farmers' Market Size and Management Organization" OSU).

How many vendors are on your market roster? How many are farmers?

What size is your farmers market? (Has this changed over time? Do you have a goal of what size the market should ideally be?)

BONUS: Does your market organization have the needed management structure and complexity for its size? (And how do you know?)

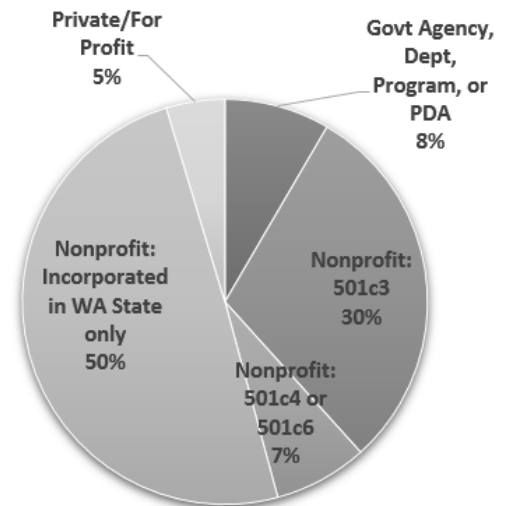
In Washington, most (75%) farmers market organizations operate one farmers market. The remaining 25% operate between 2 and 7 farmers markets, we call these "multi-market organizations." Organizationally, there are pros and cons to how many markets your organization can and should manage, depending on its mission, how it is incorporated, local context, and capacity. A positive trend in Washington is that more and more markets are working collaboratively including:

- Skagit Valley Farmers Market Coalition
- Inland Northwest Farmers Market Association
- Kitsap County Farmers Markets
- Seattle Farmers Markets
- King County Farmers Markets Quarterly Meetings, supported by the County Ag Program
- Gorge Grown Food Network.

Are all farmers markets nonprofits?

While most (87%) farmers markets are incorporated as nonprofits, there are also farmers markets run by Cities, Park and Rec Departments, or other local government agencies as well as a small number that are for-profit organizations. Some of the nonprofit farmers market are projects of other nonprofits such as a local Tilth organization, Chamber of Commerce, Downtown Foundation, and some are part of the Main Street Program.

In Washington, all of these are valid ways to organize farmers markets. It does, however, impact how your market may be staffed, funded, where it can be located, its mission, policies, and its governance structure.



Whether your farmers market is a nonprofit organization or not, having an established “mission” is critical to your success. A mission statement is the “north star” of your work and aligns everyone involved so that you’re moving in the same direction. A mission may change and evolve over time – that’s healthy! The critical thing is that your mission is front and center in all your decision making and how you prioritize scarce resources, including your time. This is where you are headed: Build in time to reflect and make changes, so you can make sure you are staying on your path!

Typical FARMERS MARKET MISSIONS

To provide a marketplace for local farms and/or artisans to connect directly with shoppers.

To help build community, support small businesses and/or downtown.

To improve health and/or food justice through improving access to produce.

What is your farmers market’s mission?

BONUS: When was the last time your market’s mission was reviewed?



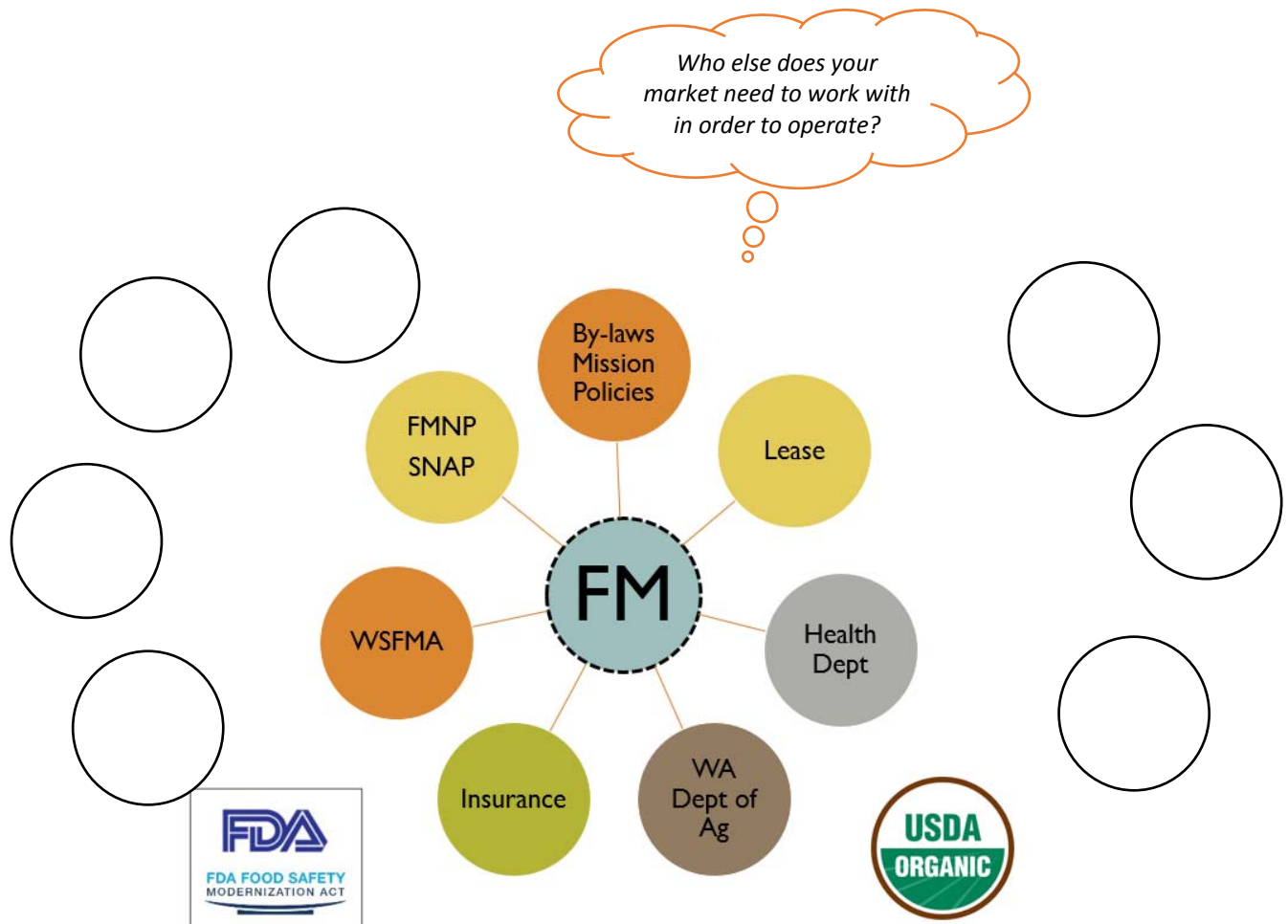
② The “Who” of a Farmers Market: The full team and what is your role?

- **Who is part of the farmers market team and community?**
- **What is a manager’s key roles and responsibilities? What does the board do?**

No farmers market operates as an island. (Metaphorically that is, Vashon, Whidbey and the San Juans have great farmers markets on islands). Indeed, farmers markets are like their own small towns embedded within a larger landscape. Their purpose, challenges and opportunities follow familiar contours. There is a mix of community members, visitors, local officials, and “worker bees”; each farmers market has external and internal rules to follow; local habits of “how things are done”; as well as a unique geography and identity. And to the casual visitor they may seem like they “just happen.” But like any town, there is a whole lot going on behind the scenes.

Agency & Organizational Partners

Regardless of the farmers market size, how it is organized, and where it is located, farmers markets intersect with a variety of agencies and entities that establish the “rules of the road.” There are certain agencies and organizational partners every farmers market must work with in order to comply with the law, food safety regulations, insurance requirements, and lease agreements. There are others that market managers must be familiar with as they directly pertain to vendors and what is being sold or marketed to shoppers. The exact mix depends on where you are located as Cities and Counties may have their own requirements. City-run markets are going to have different requirements than nonprofits. Some agencies and partners may be optional, but many are simply a standard part of doing business.



Stakeholders, Allies & Advocates

In addition to the agency and organizational partners that farmers markets need to work with to be allowed to operate and be in legal compliance, there are a range of stakeholders, allies and advocates in your community. Think about who wants your farmers market to be successful and can help it be successful. Take time to hear what they think and develop relationships with them so they can help you.

- Neighboring Businesses
- Sponsors, like: _____
- Downtown Associations/Main Street
- Economic Development groups
- Ports
- Civic clubs, like: _____
- Food Banks and Pantries
- Food Access Coalitions
- Conservation District
- WSU Extension
- Visitor or Tourist Center
- Chamber of Commerce
- Schools, like: _____
- Churches
- Senior Centers
- Chefs or restaurants
- Health stores and Nutrition Centers
- Chiropractors, Acupuncture, Health Centers
- Special event organizers
- City and/or County officials
- Zero Waste groups

Who Are Your Best Market Partners?

- .
- .
- .
- .
- .
- .
- .
- .

Who Are Some Potential Market Partners?

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- .

BONUS: Any why are they the best or potential?

Who is a Farmers Market's Customer?

In the farmers market world, we love to talk about shoppers! And 99% of the time we're thinking about the vendors' shoppers (and how to get more of them). What happens when we put the farmers market organization's hat on? Who are your customers? Who is paying you for a good or service?

The vast majority of what a farmers market does is a *service*. Not just in the value-driven, time-honored way, but also by the bare bones business school definition. What are all the services a farmers markets offers?

Customers are the individuals and businesses that purchase good services from another business.
Pinched from the Internet (<https://www.investopedia.com>)



Vendors are at the heart of any market and the farmers market's most important customer. In return, vendors should:

- ✓ Honestly represent themselves, their farm and products to all market organizers and shoppers
- ✓ Have all required City, County and State licenses and permits
- ✓ Understand/follow market rules, policies and culture
- ✓ Communicate in good faith with public, market, other vendors
- ✓ Strive for the highest quality products and sales
- ✓ Only wear corn hats if they are selling corn.

Roles & Responsibilities of the Market Manager

Behind the magic of every farmers market is a hardworking team charged with orchestrating a complex event every week. Meet your “town mayor” – the market manager! Responsibilities vary depending on market organization, market size, age, location, and funds. Some market managers are full-time staff, though more typically they are seasonal. Some are contractors, others are employees, and some are volunteers.

Market Manager Duties typically include:	What other duties do you have?
<ul style="list-style-type: none"> ▪ Selecting vendors that fit market policies, vision ▪ Creating a site plan ▪ Opening and closing the market ▪ Maintaining order and cleanliness ▪ Enforcing market rules; compliance with health codes ▪ Collecting vendor fees ▪ Promoting market and ensuring shoppers come ▪ Planning special events ▪ Managing complaints ▪ Running info booth and tokens; managing cash box and multiple currencies; financial reporting ▪ Recruiting and managing volunteers ▪ Representing market with partners, to the public – and WSFMA 	



As many farmers markets have “working boards” that are directly involved in some aspect of the market operations in addition to their governance responsibilities, it can be tricky to know who makes what decision sometimes. Also, if a board member is working as a market volunteer, then they are wearing a different hat and are under the Manager’s direction at that time.

The Big Buckets	Market Manager (Director)	Board of Directors (or Advisors)	Shared
Staff and Volunteers	Hire, manage, fire	Provide guidance; Note feedback for annual review.	
Market Manager Hiring, Supervision & Evaluation	Good communication	Hire Market Manager. Support. Conduct thoughtful annual evaluation.	Develop fair process. Measure skills, key accomplishments. Capture lessons learned.
Market Mission, Policies, Strategy	Once approved, develop plans to get there. Keep board informed of progress, challenges, opportunities.	Lead process to approve, own, champion strategic vision and market policies. Ensure monitoring.	Develop manager/board communication process. Design robust engagement of board and stakeholders.
Market Operations	Develop, help fund, implement plans. Evaluate and suggest improvements.	Monitor how plans are going; provide support; and acknowledge challenges and successes.	Work together to make sure board is getting the info it needs (and isn’t too onerous to collect).
Budget and Financial Management	Know budget inside and out; track expenses and revenue. Work with bookkeeper.	Create clear budget process; maintain fiscal integrity and support fundraising.	Communicate clearly about all budget assumptions and monitor together.
Board Building	Help identify prospects. Educate about operations.	Be accountable for all responsibilities; ensure all members have what they need to be successful.	Define skills, expertise, attributes to help market succeed. Develop leadership pipeline.

Inspiration: Joan Garry Consulting. *Nonprofits Made Easy*. www.joangarry.com

Food Access Programs at a Glance

Helping low income families to use their public food assistance program at farmers markets is very important to market managers, vendors, and all shoppers. The two primary programs are SNAP and FMNP. In addition, many farmers markets offer “matching” programs, mostly for SNAP. The Washington State Department of Health is working on a new statewide program for SNAP match that starts in 2020.

Program Features	Supplemental Nutrition Assistance Program (SNAP)	Farmers Market Nutrition Program (FMNP) for WIC and Senior
Logos		
Year program started in Washington State	1939	WIC FMNP – 1992 Senior FMNP – 2001
Who is eligible to receive benefits?	Low-income individuals or households that meet poverty guidelines and other criteria.	<ul style="list-style-type: none"> WIC FMNP: Low-income women and children participating in the WIC program. Senior FMNP: Low-income adults over 60.
When are benefits available?	Year-round	June to October
How are benefits distributed?	EBT card (Quest card)	Paper checks worth \$4.00 each
How much are the benefits worth?	The average monthly benefit per person in Washington is \$117 (2014).	<ul style="list-style-type: none"> WIC provides \$20 per participant per season* Senior provides \$40 per participant per season
Where can benefits be used?	Any authorized SNAP EBT retailer.	At authorized farm vendor booths, farmers markets or farm stands.
What can benefits be used to buy?	Any food for home consumption (i.e., breads and cereals, fruits, vegetables, meat, fish, poultry, dairy), plants that produce food.	Washington State fresh fruits, vegetables and cut herbs. Senior FMNP checks can also be used to buy honey.
Total Spent at Farmers Markets	\$776,060 (FFY2019) ¹	\$985,724 (2018)
Contact	Sharon Hill-LaGuerre Washington State Department of Social and Health	Katherine Flores WS Department of Health Katherine.Flores@DOH.WA.GOV
Website	www.dshs.wa.gov/esa/community-services-offices/basic-food	https://www.doh.wa.gov/YouandYourFamily/WIC/FarmersMarket

* There is Washington State legislation in 2020 to increase this to \$28.00.

¹ USDA FNS: <https://fns-prod.azureedge.net/sites/default/files/resource-files/SNAP-Farmers-Markets-Redemptions-13.19.pdf>
Table partially from: “Accepted Here! Food Access Programs at Washington State Farmers Markets” (2017): <http://pubs.cahnrs.wsu.edu/publications/pubs/tb44e/>

Farmers Market Insurance

Unfortunately, regular farmers markets activities include risks to customers and property. General commercial liability insurance protects you against claims of physical injury to people or damage to property arising from your daily operations.

- WSFMA member markets are required to have liability insurance and name WSFMA as an Additional Insured.
- The WSFMA requires that underwriters have an Insurer Credit Rating of A.
- The WSFMA recommends insurance coverage that is admitted. “Admitted” means that the insurance company “has been formally admitted or licensed to operate by the state insurance agency where the company operates.” This means that it must abide by all Washington State insurance laws and regulations. It also means that “in the event the insurance company fails, the state will step in as necessary to make claim payments. With a non-admitted insurance carrier, there is no such protection” (Investopedia, 1/6/2020).

Coverage Limits

Farmers markets’ insurance limits vary with the amount of risk they are exposed and should consider the number of vendors, shoppers, market days, and other factors.

Typical limits for farmers markets are:

Each Occurrence:	\$ 1,000,000
Damage to Rented Premises (Each occurrence):	\$ 100,000
Medical Expense Limit (Any one person):	\$ 5,000
Personal and Advertising Injury:	\$ 1,000,000
General Aggregate:	\$ 2,000,000
Products – Completed Operations Aggregate:	\$ 2,000,000

Please check with your insurance agent to make sure you have the right insurance products for your farmers market. Additional coverage you may consider includes:

- **Host Liquor Liability.** This covers the market if licensed/permitted vendors or outside contractors are serving and collecting money for alcohol sales on behalf of the market (including wine and beer sampling).
- **Retail Liquor Liability.** This coverage is necessary when the market itself is dispensing or collecting money directly for alcohol sold (e.g., at a fundraising event).
- **Special Event Insurance.** The basic market insurance policy is designed to cover incidents arising out of regular market activities. If the market holds special events such as an annual auction, fundraising dinner or BBQ Cook-Off, these events can be covered by Special Event Insurance. It tends to be very affordable if you add it to the policy at enrollment time. If you purchase it later in the year or when you have an event, it may be much more expensive.
- **Directors and Officers Liability Insurance.** This insurance is typically a separate policy and covers liability for the board of directors.

Campbell Risk Management

Campbell Risk Management has worked nationally to develop insurance policies for farmers markets and for vendors. They offer insurance through the Hanover Insurance Group that is admitted and A-rated. They have an online application for markets and vendors and have partnered with the Farmers Market Coalition. General Liability Insurance premiums are based on estimated annual gross market revenue. This is revenue the market receives from “space rental,” including vendor stall fees, membership fees and direct sales of market promotional items (and excluding grants, sponsorships or donations). Premiums start at \$275 for markets with gross revenues of \$0 to \$50,000 and \$525 for those with \$50,001 to \$100,000. In May 2019, Campbell Risk Management started requiring farmers markets to require that their vendors maintain a commercial general liability policy.

③ The Arc of the Farmers Market Year: Pre, During, and Post-Season

Pre-Season: Before Your Opening Day

If you want to raise the hackles of a farmers market manager, just ask what they do with all their “free time” in the off season. The “pre-season” before your opening day is a critical time for planning, thinking about any changes, training staff, planning promotions, and recruiting sponsors, volunteers, and partners. The good news is that there’s usually no need to reinvent the wheel. Loads of resources have been shared, vetted and made available by WSFMA, the Farmers Market Coalition, and other partners.

A few tools deserve a shout out:

- **Farmers Market Policies and Rules:** This is one of your strongest tools and codifies the social contract between the farmers market and the vendors. It is an where you can voice expectations and spell out how to hold each other accountable.
- Be sure to review the WSFMA “Roots Guidelines” which has set the standards for Washington Farmers Markets. They include definitions of vendor categories and are critical to shopper trust in our markets. Available online: <http://wafarmersmarkets.org/wsfma-rootsmemberguidelines/>.
- **Vendor Roster:** What is the best way to organize your list of vendors? Trackability? This is a key tool for informing your market layout and keeping track of vendor attendance throughout the season. The vendor roster helps you know how many vendors for each market day. It also helps you evaluate the diversity of product categories and products so that you can adjust your vendor base.

ORGANIZATIONAL TOOLS

- Mission & Bylaws
- Budget
- Annual and Strategic Plans
- Market Policies & Rules, Roots Guidelines
- Legal & Financial Compliance
- Human Resources/training
- Governing Body

OPERATIONAL TOOLS

- Market Rules
- Vendor Applications & Roster
- Market Calendar, including events
- Market Site Plan
- Communications – internally
- Development Plan and Budget, including partners
- Marketing Plan and Budget, including website, social media, and newsletters
- Volunteer Plan
- Safety Plan
- Food Safety Plan
- FMNP, SNAP, Matching Programs
- Data collection plan, forms, and good files



- **Market Work Plan:** A key tool during the pre-season is the “Farmers Market Work Plan.” It helps you organize what can be an overwhelming job and make it manageable. This way you don’t have to keep it all in your head, so you stay true to your mission, help you stay focused, and help you be able to say NO. This is a document that takes the bigger picture and breaks it up into manageable pieces. Think of all your essential tasks and list them by month in which they need to be completed. Add in any key dates or

contact information. Also include who is responsible for making sure the task is completed. We've included a sample from the Columbia City Farmers Market in Seattle which is run by the Neighborhood Farmers Market.

Make it manageable and identify role expectations!

Market Work Plan: Opening, Week Before Closing & Closing Columbia City Farmers Market

February

Permitting

- Apply for Columbia Park Permit (provide Janet with a market map) (Janet)
- Check on Permit status (fire, park use, street closure, hd, gas tank, etc)? (Janet)
- Send Street Closure Authorization forms to adjacent properties with deadline (TDS, Southside Commons) – give to Janet for permit application (MM)
- Check application status for FMNP/WIC? (Janet)

Marketing

- Check in with office staff about staffing, poster re-printing, merch, events (MM)
- Do merchandise inventory and place order for whatever merchandise we need (MM)

Operations

- Determine needs for signage (parking, exits, bathrooms...) - order from Tina, Ballard Outdoor or National Barricade. (MM to CL)
- Check in with Kids Tent coordinator racheleharrison@gmail.com about season regarding interest and to update forms (MM)

Vendors

- Finalize market schedule and permits to sell (MM)

Special Circumstances

- Meeting with PCC re: CCFM Redevelopment
- Meeting with School re: CCFM/school garden plan

March

Permitting

Marketing

- Order 450 3-up flyers from Janet (MM)
- Coordinate the putting up of Rainier Ave Banners (14) w/George (679-2945) -split billing with CCBA (MM)

Operations

- Send Gleaning Agreements to all three food banks – confirm dates (Janet)
- Send Utilities Agreement to South Side Commons (MM)
- Contact businesses for Parking Sponsorships (MM)
- Set up Santican: United Site Services 832-3023 acct# PNW-04733: Ask to “chain to utility pole between park and alley.” End service in Fall. (MM)
- Set up Garbage, Recycling bags and pick up: Waste Management 762-3000
- Set up Compost Bin and pick-up: Cedar Grove Compost
Casey Funke | Delivery and Sales Specialist | Cedar Grove Composting | office - 206.832.3000 | cell - 206.491.5427 | casey.funke@cgcompost.com

Vendors

- Send out Permits to Sell- March 1st
- Remind vendors to apply for FMNP/WIC by April 1st

Special Circumstances

Market Season Success: Opening to Closing Day

There are some key tools to help you stay in touch with what is really happening at the market during the season. Information collected by these tools inform your decision-making in a concrete and clearly defined way.

- **Vendor Relations and Expectations.**

This document shows you are actively working to create a safe, accessible marketplace. It is also a way of holding everyone to the same standards which is greatly appreciated by staff and vendors. Spell it out, be honest and consistent, and a new precedent is set!

- **Weekly Report and Data Collection**

Quantitative market vitals and qualitative documentation of what went on at the market is essential to knowing and reporting on your market trends.



Collecting Sales Data relies on Trust and Thoughtful Information Management Systems

- Set expectations early about what data you will be collecting and why.
- Explain (repeatedly) why it is important.
- Think through how you collect sales data.
- Be rigorous about protecting vendor privacy. Maintain strict confidentiality.
- Report back and share what you learn!

- **Daily Market Sales Sheet**

Important market tool to collect information needed for not just fees but also performance, advocacy, and improving operations by informing decision making .

Daily Market Sales Sheet

Instructions: Please complete the top, Gross Sales and Inventory Notes portions of this form. Sign it at the end of the day, then place it with your payment(s) in the envelope (do not separate white/yellow copies). Turn the envelope in to NFM staff. NFM staff will verify, then give you the yellow copy.

Farm/Business Name: _____

SEATTLE NEIGHBORHOOD FARMERS MARKETS
 FOOD + FAMILIES + FARMS

Today's Date: _____

Vendors: Detail Your Gross Sales Here	Gray Section to be Completed By Market Staff:
Cash Sales \$ _____	5% 6% 7% 8% 9%
Credit Card Sales \$ _____	Total Stall Fee \$ _____
Tokens \$ _____	User Fee if applicable + \$ _____
Fresh Bucks, Market Bucks, etc. \$ _____	Additional Fees if applicable + \$ _____ <i>(e.g., parking, electrical, equipment rental, fines)</i>
WIC & Senior Vouchers \$ _____	AMOUNT OWED \$ _____
TOTAL GROSS SALES \$ _____	Less EBT Tokens (red 'X') - \$ _____
<i>Of your total sales reported above, please tell us how much of it was:</i>	Less Tokens (no 'X') - \$ _____
Wholesale & Restaurant Sales \$ _____	Less Fresh Bucks, Market Bucks - \$ _____
CSAs sold today \$ _____	Less Other - \$ _____
Other (explain): _____ \$ _____	TOTAL CASH/CHECK PAID \$ _____

Inventory Notes (e.g., sell-out time; sales on particular products like eggs, cider; meat vs.cheese; flowers vs. produce, etc.)

 I hereby declare that this produce and/or food product is grown and/or produced by the seller and is brought to this market in accordance with the rules of this market, and all other pertinent regulations. I also declare that all information and gross sales written here accurately reflect my sales for this market day.

Signature _____ Print Name _____ 112412

Downtown Farmers Market Market Receipt

Date: _____
 Vendors Name: _____

Vendor Type

Farmer/Processor Jr. Vendor
 Artisan/Crafter Non-Profit
 Prepared Foods Other

Daily Market Fees

MEMBER	NON-MEMBER
General Market Row \$30	General Market Row \$40
General Market Corner \$35	General Market Corner \$45
Pavilion & Premium \$45	Non-Member Pavilion \$60
Non-Profit \$25	(If available)
Junior \$15	

Office Use

Rec'd by: _____
 Cash: _____
 Check: _____

Space Fee \$ _____
 Electricity \$ _____
 Total \$ _____

GROSS MARKET SALES	MARKET CURRENCY
Produce \$ _____	EBT \$ _____
Plants \$ _____	CC-17 \$ _____
Prepared Foods \$ _____	CC-Old \$ _____
Processed Foods \$ _____	FB \$ _____
Artisan/Craft \$ _____	Other \$ _____
Service \$ _____	TOTAL \$ _____
Non-Profit \$ _____	DFM \$ _____
TOTAL \$ _____	VENDOR \$ _____

(Your gross sales for the day)

This information is confidential for Downtown Farmer's Market use only.

Please reserve _____ space(s) for me next week, or this return date: _____
 Contact Shane: shane@downtownwallawalla.com

Thank You

Vendor Reconciliation Form

8/17/2019	Vendor Sales	Cash rec'd	Check?	Fresh Buck	Market Buck	FMB	HH	Credit	GC	EBT	total cash equ.	Total Pymt Rec'd	outstanding amt	Amt Owed	Fees	Total Owed	Actual Owed
Berries	\$ 932.00		75								-	75.00		74.56		75	
Row Crops	\$ 501.00		35								-	35.00		35.07		35	
Row Crops	\$ 1,494.00		0	62	4	4	3			42	115.00	115.00		104.58	10	115	
Berries	\$ 1,687.00		0	56						62	118.00	118.00		118.09		118	
Orchard	\$ 1,414.00		17	50			11			21	82.00	99.00		98.98		99	
Specialty Farm	\$ 900.00		45								-	45.00		63.00		63	
Orchard	\$ 800.00		45								-	45.00		40.00		40	35
East Side Farm	\$ 152.00		30	15							15.00	45.00		10.64		11	35
Specialty Beverage	\$ 1,325.00		0				12			91	103.00	103.00		92.75	10	103	
Bakery	\$ 664.00		4	20		2	2			12	36.00	40.00		39.84		40	
Winery	\$ 355.00		45								-	45.00		31.95		32	
Processor	\$ 1,920.00		45								-	45.00		134.40	10	144	
TOTAL VENDORS = 28	23,676.80	835		325	11	6	38	-	-	542	922	1,757					
deemed in Petty Cash				306	32	10											
Total				631	43	16	38	-	-	542							
HH Vouchers																	
UD Food Bank HH Voucher	UDFM	28											1,757.00				
West Seattle Food Bank	WSFM																
Beacon Avenue Food	CCFM																

Vendor Sales Summary

You can use the Vendor Sales Summary for all sorts of reporting and analysis, including aggregating market sales for various crops.

XY Farmers Market 2019

Tuesdays 10am-2pm	6/10	6/17	6/24	7/1	Total	Average	Highest Sales	Lowest Sale
Berries	986	1173	1664	2126	\$ 5,949	\$ 1,487	\$ 2,126	\$ 986
Row Crops	958	1375	1981	2038	\$ 6,352	\$ 1,588	\$ 2,038	\$ 958
Row Crops	1022	1080	1239	1957	\$ 5,298	\$ 1,325	\$ 1,957	\$ 1,022
Berries	848	1114	1278	1924	\$ 5,164	\$ 1,291	\$ 1,924	\$ 848
Orchard	552	389	1397	1575	\$ 3,913	\$ 978	\$ 1,575	\$ 389
Specialty Farm	891	961	1139	1556	\$ 4,547	\$ 1,137	\$ 1,556	\$ 891
Orchard	1517	999	915	1134	\$ 4,565	\$ 1,141	\$ 1,517	\$ 915
East Side Farm	871	921	851	1316	\$ 3,959	\$ 990	\$ 1,316	\$ 851
Flowers	1100	1002	880	1080	\$ 4,062	\$ 1,016	\$ 1,100	\$ 880

	Daily Total	\$ 19,300	\$ 20,044	\$ 22,884	\$ 27,060	\$ 89,287
Total						
Number of Vendors	29	27	29	29		
Average per Vendor	665.5097	742.3689	789.0921	933.0972		
Average per Farmer	769.9044	793.8926	888.0747	1133.748		
Total Specialty Crop Sales						
Average per SC Farmer						
Total Prepared Food						
etc.						

- Supporting your need and impact in grant applications
- Compare similar vendors
- Track effect of a market special event
- Make decisions about vendor schedules
- Measure impact of new vendor, competition
- Help vendors separate perception from reality
- Track specialty sales (example, Mother's Day flowers)
- Measure success of marketing or grant-funded projects
- Recruit new vendors by predicting potential sales (average by vendor of average of certain type of vendor)

Market Profile

Creating a “Market Profile” for vendors, volunteers, and new staff is a great way to spell out important details without having to repeat everything to everyone.

SAMPLE MARKET PROFILE

WEDNESDAYS – Columbia City Farmers Market, CCFM

Location: S. Edmunds St between 35th Ave S and 37th Ave S at Columbia Park, 98118
Between Martin Luther King Way and Rainier Ave S

Market dates: May 8 – October 9, 2019 **Market Hours:** 3pm – 7pm
Market Manager Phone Number: 206-841-2374 **Market Manager:** Jonica Strongman

MARKET PROFILE

The Columbia City Farmers Market has been open since 1998, and has grown with the diverse and cohesive community around it. The market averages over 2,500 shoppers a day, with many families using the park to gather and picnic on market day. There are an average of 50 vendors occupying S. Edmunds, and Columbia Park.



What information is most important for your Market Profile?

Full Market Profile in attachments.

Market Day Success

Farmers Market Coordinator Check List (Health Department)

Market Checklist-Set Up/Staff Tasks

Templet to work for your needs. Includes the necessary tasks for each day so you don't forget anything that is essential to success. It is also a good risk management strategy. If something happens to you, how will the market continue to function? And key function of this checklist is to inventory what you need to bring to the market each week. Some markets are able to keep materials on site in a shed or storage area.

CCFM Day of Procedures 2016		Staff Hours:	
<p>10:00 am (MA1: Thea)</p> <ul style="list-style-type: none"> Unlock signs (combo lock: 7-9-35) Place directional signage around the neighborhood Stage street closure signage at East and West ends Open Shed – combo 4-2-1-2 <p>11:00 (Market Manager) Arrives</p> <ul style="list-style-type: none"> Chalk vendor stalls (MM) Monitor vehicles coming in and out, notify drivers of street closure (MM/Thea) Stage street closure signs (MM/Thea) Clean street/doggie patrol (MM) <p>12:00 pm</p> <ul style="list-style-type: none"> CLOSE STREET (MM on west end, Thea on the east) Stage kids and manager tent (Thea) If there are cars still parked in the street (MM) <ul style="list-style-type: none"> call SPD Non-Emergency: 3518 S Edmunds St Unlock and move picnic table – combo 7-9-35 (MM with Vendor (Tandoozy/Lily's)) Monitor vendor parking and loading: keep street mostly closed (MM) <ul style="list-style-type: none"> Put out 'No Left Turn' sign at alleyway (backside of chef's parking sign) <p>1:00-2:30 pm (MA2 Arrives @1pm: Connor)</p> <ul style="list-style-type: none"> Monitor driveway (MM/Thea/Connor) Set aside Construction No-Parks (Connor) Line waste cans, place waste bins at East, West and Park (Connor) Place A-Boards in park and stage at Manager tent (Connor) Set up Kids tent (tent, table, 2 chairs) (Thea, if needed) Set up Music Tent (tent, 2 chairs) (Connor, if needed) Set up Info Tent (tent, 2 chairs) (Thea) <ul style="list-style-type: none"> Set up display for merch and info Put out 3 3x3 white plastic tables w/chairs in park with table cloths (Connor) Fill up water for drinking and hand wash station/ set up hand wash station (Thea) <p>2:00 pm (MA3: Sarah-Manager's Booth)</p> <ul style="list-style-type: none"> Stage cones at alley on Edmunds (Sarah) <ul style="list-style-type: none"> Line up when all vendor vehicles are cleared (Sarah, MM, Connor) 	<p>Nina (MM): 11:00-8:30/9 Thea (MA1): 10:00-8:00 Connor (MA2): 1:00-8:30/9 Sarah (MA3): 2:00-8:30/9</p>	<ul style="list-style-type: none"> Secure handicapped and Chef parking spot Edmunds w/handicapped sign (Sarah) Set up materials at Info Booth (Thea and Sarah) Arrange info table, put up EBT banners & signage (Thea and Sarah) Write up and display signs for special events, what's fresh, etc. (Sarah) <ul style="list-style-type: none"> A-Boards throughout market (Sarah/MM) <p>3:00pm</p> <ul style="list-style-type: none"> Open Market with bell <p>3:00pm-7:00pm</p> <ul style="list-style-type: none"> Staff Info Booth (MM, Thea, Connor, Sarah) Run EBT transactions (MM, Thea, Connor, Sarah) Health Dept. logs @ 3:15 (Sarah) Shopper Counts/Check All Trash/Eating Tables/Barnacles- (Rotate) Cover staff breaks (MA1 3:30-4:15, MM 4:15-4:45, MA2 4:30-5:00, MA3 5-5:30) <p>6:00 pm</p> <ul style="list-style-type: none"> Pass out vendor envelopes (MM) Take down kids tent/umbrellas in playground plaza (Connor) Collect neighborhood directional signs and place beside shed (Thea) <p>6:30 pm</p> <ul style="list-style-type: none"> Begin clearing info table (MM) Collect in-market signage (Sarah) Collect Farmer Posters (Thea) <p>7:00 - 8:00 pm</p> <ul style="list-style-type: none"> Check out vendors (MM/Thea) Monitor vendor load out (Connor) Take down music tent, extra tables and all equipment: pack in shed (Connor/Sarah) <ul style="list-style-type: none"> Wipe Down Tables and Chairs Dispose of garbage/recycling into PCC dumpsters - (Connor/Sarah) Break down Info Tent (MM/Thea) <ul style="list-style-type: none"> Take supplies to shed (Connor/Sarah/MM) <p>8:00 pm (MA1: Thea Leaves)</p> <ul style="list-style-type: none"> Re-Open street when vendors are cleared (MM/Connor/Sarah) Load market boxes in manager vehicle (MM) 	

UDFM - PEAK STAFF SCHEDULE															
STAFF	5:30	6:00	7:00	8:00	8:30	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	Breaks	Shift Time
MM Ivy	Chalk	Close St Chalk/Tow Vehicles	Unlock U-Heights, Traffic	Traffic/vendor load in		Info/break/market walk through				N/A			10:30	5:30-12:00	
TC	5:45 Stage Signs	Close St/drop off detour signs/Open Water	Electrical, Info Booth Set Up	Info booth set up/Signs	Secure Street	Break(10:00, 12:00)/info				Info, Garbage Check (1:00)	Traffic/Tear down	St opens/sign pick up	10:00 & 12:00	5:45-4:00	
MA (1)		Close St/Open Electrical	Parking Lot and External Signs	Info booth set up/Signs		Break (11:00)/info		Garbage Check (12:30)	A Board pick up (1:30)	Check out			11:00	6:00-3:30	
MA (2)		N/A	Stage Internal Signs, Garbages	Farm Posters	Secure Street	Health dept (9:00)	Info (Garbage Check 12:00)		Info tear down (1:30)	Traffic/Check out as Needed			11:30	7:00-4:00	
MM PM			N/A				Break (12:30)/info		Envelopes set up check out	Check out	St opens	12:30	11:00-4:00		
UDFM - OFF PEAK STAFF SCHEDULE															
STAFF	5:30	6:30	7:00	8:00	8:30	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	Breaks	Shift Time
MM	Chalk	Close St Chalk/Tow Vehicles	Unlock U-Heights, Traffic	Traffic/vendor load in		Info/break/market walk through				N/A			10:30	5:30-12:00	
TC	5:45 Stage Signs	Close St/drop off detour signs/Open Water	Electrical, Info Booth Set Up	Info booth set up/Signs	Secure Street	Break(10:00, 12:00)/info				Info, Garbage Check (1:00)	Traffic/Tear down	St opens/sign pick up	10:00 & 12:00	5:45-4:00	
MA (1)		Close St/Open Electrical	Parking Lot and External Signs	Info booth set up/Signs/Farm Posers/Secure the Street		Break (11:00)/info		Garbage Check (12:30)	A Board pick up (1:30)	Check out			11:00	6:00-3:30	
MA (2)			N/A				Break (12:30)/info		Envelopes set up check out	Check out	St opens	12:30	11:00-4:00		

Note: vast majority of markets do not have more than one staff.

Market Concern Forms/Market Incident Forms

It is important to have Concern Forms and Incident Forms available at the market's Information Booth. They be needed for legal reasons, and it is a good practice to always document situations where someone got hurt, something happened that may have repercussions. See examples in the attachments and the in the Farmers Market Legal Toolkit.

Multiple Currency Money Sheet

In today's farmers markets there are typically a number of different "currencies" circulating. It can be very tricky to remember who gets what and what each is allowed to be used to purchase. Making a "cheat sheet" is will help make your job easier, especially when you are busy.

Downtown Farmers Market Currency Updated 7/2016

Tokens

Market Products \$5



All vendors can accept these....same as Cash. Change can be given.

Special Tokens

Market Products \$5



All vendors can accept these....same as Cash. Change can be given.

Checks

You must be an authorized grower to accept these checks!

FMNP (WIC) - 2016 Pink



Only good for fresh fruits , veggies, and fresh cut herbs. **NO HONEY!!!**

EBT \$1



Only accepted by vendors which sell breads & cereals; fruits & veggies; meats, fish & poultry and dairy products. Also can be used to purchase seeds and plants which produce food. No flowers. No change is given.

Coupons

Fresh Bucks

A supplement to EBT.



Only good for fresh fruit, mushrooms, herbs, veggies, veggie plant starts.

SMNP (Seniors) - 2016 Blue



Only good for fresh fruits , veggies, fresh herbs AND honey.

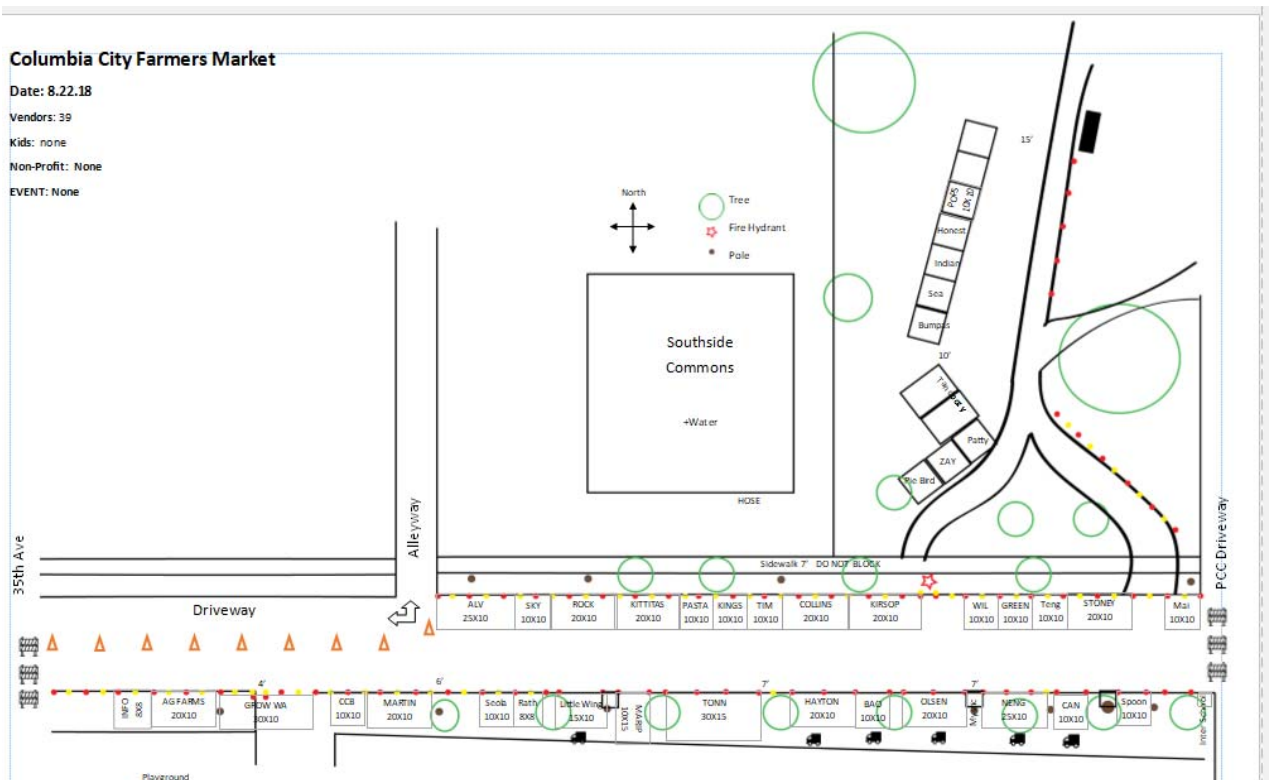
What currencies are accepted at your market?

- Credit and/or debit cards?
- FMNP
- SNAP EBT
- Matching program
- Market Bucks

Layout Design & Vendor Mix

Layout to maximize sales opportunities and creating energy in the market.

- Visualizing the market both inside and from the street!
- Signage that truly communicates in a very busy visual field.
- Frontage and square footage
- Pile it high and watch it fly!
- Designing with intention
- Unintended consequences of neighbors



Example of Seattle's Columbia City Farmers Market layout that we use to design markets to maximize vendor sales and customer experience.

What tools are built into your space? How can you make the layout work best for you AND the vendors? Zoom out and in to see the full picture!

Post-season: Evaluating Your Farmers Market Season

There is VALUE in taking time to evaluate and debrief your market season. Try to involve as many key stakeholders as possible to get their perspective and involve them in any solutions. Tie back to how you define success for your market. It is also important to report out to your partners so they stay engaged and supportive.

Key Questions:

- What have you learned? Summarize the data!
- What stakeholders were missing?
- Is the organizational structure able to adapt to the changing needs of your stakeholders?
- How are market policies/procedures being enforced?
- Control versus Adaptability-What needs to change/stay the same?

And don't forget to give thanks! It takes a village and we don't acknowledge each other enough.

④ Recommended Resources

Annual WSFMA Farmers Market Conference

Annual BC Association of Farmers Markets Conference

WSFMA Market Managers Only listserv: wsfmamgrs@googlegroups.com

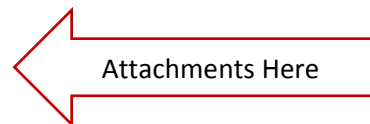
Market managers and key staff are automatically added to this list with their annual membership renewal.

“MARKET EDUCATION” on the WSFMA website: wafarmersmarkets.org

Washington Farmers Market Management Toolkit: www.wafarmersmarkettoolkit.org



1. INTRODUCTION	▶	6. HAPPY VENDORS, HAPPY MANAGERS	▶
2. ORGANIZATIONAL BLUEPRINTS	▶	7. ACCEPTING SNAP EBT & OTHER CURRENCIES	▶
3. FARMERS MARKET DATA	▶	8. MARKETING YOUR MARKET	▶
4. HUMAN RESOURCES	▶	9. LEGAL, REGULATORY & POLICY ISSUES	▶
5. FINANCES, FUNDRAISING & BUSINESS MANAGEMENT	▶	10. MARKET RULES & FORMS	▶



“Farmers Market Legal Toolkit: Legal resources for building resilient and accessible markets”

Vermont Law School in partnership with the Farmers Market Coalition: <https://farmersmarketlegaltoolkit.org/>



Oregon State University Farmers Market Special Reports: <https://catalog.extension.oregonstate.edu/>

Farmers Market Coalition: www.farmersmarketcoalition.org

Farm King County: <https://www.farmkingcounty.org/>

WSDA’s “Handbook for Small and Direct Marketing Farms” (2019): Contact smallfarms@agr.wa.gov

“Starting a Nonprofit in Washington State” (2019):

Washington State Secretary of State: https://www.sos.wa.gov/_assets/charities/training/starting-a-nonprofit-pdf.pdf

Washington Nonprofits: <https://washingtonnonprofits.org>



Canopy Safety 101: Your Guide to Canopy Safety at WSFMA Farmers Markets

Many accidents at farmers markets involve wind-blown tents, canopies, and umbrellas. WSFMA requires all member markets to minimize the risk caused by unsecured canopies by following rules for canopy safety.

Canopy weights must be attached to vendor and market canopies at all times.

Member markets agree to practice and reinforce the following guidelines by including the paragraph below in market contracts, guidelines, and vendor handbooks or policies regarding canopy use. There can be serious safety and risk management implications for failing to follow these guidelines.

“All vendors who wish to erect canopies (including umbrellas) on the Farmers Market site during a normal period of market operations, including the set up and break down period, are required to have their canopies sufficiently and safely anchored to the ground from the time their canopy is put up to the time it is taken down. Any vendor who fails to properly anchor his or her canopy will not be allowed to sell at the Farmers Market on that market day, unless that vendor chooses to take down and stow their canopy and sell without it. Each canopy leg must have no less than 24 pounds anchoring each leg, and market umbrellas require at least 50 pounds. Alternatively, canopies may be secured on grass or unpacked soil by steel auger anchors or spiral tent stakes of at least ½” thickness and 12 – 15” length, properly installed and secured. Non-spiraled, straight tent stakes are not an acceptable canopy anchoring system. Holding capacity of auger anchor systems is dependent on soil conditions and density and may not be adequate in rocky soils.”

In certain inclement weather conditions even properly secured canopies can be precarious. If canopies need to be taken down in the middle of market due to inclement weather, vendors should direct customers to move out of the way so they are not injured.

Weights and canopy tie-downs should be *safely* secured -- “safely,” meaning that the method used to secure the canopy does not create its own safety hazards:

- Weights should not cause a tripping hazard
- Weights should be tethered with lines that are clearly visible
- Weights should have soft edges to avoid causing cuts and scrapes
- Weights should be securely attached
- Weights should be on the ground (NOT above people’s heads)

Canopies are used at markets to shield vendors and their products from sun and rain, but unpredictable winds can come up at any moment creating a safety hazard if the canopy is not properly secured.

Sufficiently weighted canopies will have at least 24 pounds per leg. One canopy manufacturer recommends at least 40 pounds on each corner of a 10x10 tent; double that on a 10x20 tent. 50 pounds should be used for umbrellas. Weights for signs will vary depending on the size of sign.

Always Be Prepared

You should always have your canopy secured to the ground. It is not enough to have the tools necessary to secure your canopy on hand if you do not employ them. Strong gusts can come up without warning anywhere, at any time. After your canopy takes flight and causes damage it is too late to decide to secure your canopy. You should assume winds will come. Indeed, they often do.

Always secure canopies. During setup and breakdown periods canopies are vulnerable to wind. Stay alert. During the peak business hours of markets, the mere presence of hundreds of shoppers, along with the tight configuration of vendors, creates a disruption in the flow of wind, reducing its force through the market. But at setup and breakdown times, the shoppers are gone, the solid block of vendors is disrupted, and you are at some point in the process of setting up or taking down your canopy. You must be sure to completely secure your canopy as soon as you set it up, and take down your canopy as soon as you remove its weights at the end of the day. Do NOT let yourself be interrupted by ANYTHING in the middle of this process, as a half-secured canopy is as dangerous, if not more dangerous, than an unsecured canopy.

Canopy Weights

The safety of farmers market shoppers should be the goal of every market's staff and vendors. In general, farmers markets are statistically among the safest places in our country. Nevertheless, canopy weights needlessly continue to pose hazards at farmers markets. Perhaps this is because we are not looking at how we set up our canopies and stalls each day from the perspective of the customer. After all, we are used to being the vendor or manager. But take a minute to really think about it from the customer's point of view...The average customer is looking at the bountiful tables filled with every sort of fresh fruits and vegetables, processed foods, crafts and so on. In other words, they are looking straight ahead, not down.

Canopy weights should be located on the ground and customers are typically not looking around for them. Thus, if the canopy weights are in the path of the customer, the customer will trip over, kick, or become entangled with them. Therefore, we need to anticipate this ahead of time and place canopy weights carefully, using materials that are least likely to injure.

Examples of Good Canopy Weights

- Filling an empty bucket (2.5 gallon works great) with cement and tying this to each corner of the tent with a rope or bungee. It is NOT sufficient to place the bucket on the feet of the canopy.
- Filling buckets/containers with sand/cement that can be anchored or secured with a rope or bungee; these include canvas bags or plastic buckets/containers that have a handle through which a rope or bungee can be secured.
- Vertical sandbag weights that are specially made for securing canopies, weighing at least 24 pounds, and strapped to the legs of the canopy.
- PVC pipe capped and filled with cement can be hung on the inside of canopy poles as long as it is secured so that it does not collide with customers.

The best weights are strapped to the bottom of each leg, and then tethered via a bungee to the top corner of the canopy, thus lowering the center of gravity of the canopy. In a strong gust of wind,

even canopies secured with enough weight can be broken if the weights are not suspended from the top corners of the canopy.

Examples of Bad Canopy Weights

- ✘ Gallon water jugs are not heavy enough for large gusts of wind. One gallon of water weights 8 pounds. One gallon of water on each corner would be the equivalent of a 3 year old child trying to hold down a 100 square foot parachute.
- ✘ Tying tents, canopies or umbrellas to tables, coolers or vehicles provides tripping hazards and frequently does not provide adequate weight. Vendor safety is just as important as customer safety.
- ✘ Sandbags that cannot be placed upright and securely tied to the tent or canopy should not be used.
- ✘ In addition to not providing enough grip to prevent a canopy from taking flight in a strong gust of wind, non-spiraled, straight tent stakes are barely visible to shoppers and can cause a serious tripping hazard to an unsuspecting customer.
- ✘ Never use cement blocks! They are hard, easy to trip over, and are very effective toe and shin breakers.
- ✘ At all costs, avoid stretched out cords and lines. Customers and their children will get them wrapped around their arms or legs, causing them to trip and fall, and perhaps pull over your displays in the process.

In Conclusion

Practicing risk management is one of the best tools we have to keep our customers, vendors and market staff safe and secure and protect our markets from accidents and financial loss. We are all in this together – don't plan on using your insurance to pay for your mistakes! A proactive, preventive approach is always the best method for minimizing risks and ensuring safety; strong, consistently followed guidelines mean uniform industry standards, keeping insurance premiums down and markets accident-free.

Market Work Plan: Opening, Week Before Closing & Closing Columbia City Farmers Market

February

Permitting

- Apply for Columbia Park Permit (provide Janet with a market map) (Janet)
- Check on Permit status (fire, park use, street closure, hd, gas tank, etc)? (Janet)
- Send Street Closure Authorization forms to adjacent properties with deadline (TDS, Southside Commons) – give to Janet for permit application (MM)
- Check application status for FMNP/WIC? (Janet)

Marketing

- Check in with office staff about staffing, poster re-printing, merch, events (MM)
- Do merchandise inventory and place order for whatever merchandise we need (MM)

Operations

- Determine needs for signage (parking, exits, bathrooms...) - order from Tina, Ballard Outdoor or National Barricade. (MM to CL)
- Check in with Kids Tent coordinator racheleharrison@gmail.com about season regarding interest and to update forms (MM)

Vendors

- Finalize market schedule and permits to sell (MM)

Special Circumstances

- Meeting with PCC re: CCFM Redevelopment
- Meeting with School re: CCFM/school garden plan

March

Permitting

Marketing

- Order 450 3-up flyers from Janet (MM)
- Coordinate the putting up of Rainier Ave Banners (14) w/George (679-2945) -split billing with CCBA (MM)

Operations

- Send Gleaning Agreements to all three food banks – confirm dates (Janet)
- Send Utilities Agreement to South Side Commons (MM)
- Contact businesses for Parking Sponsorships (MM)
- Set up Santican: United Site Services 832-3023 acct# PNW-04733: Ask to “chain to utility pole between park and alley.” End service in Fall. (MM)
- Set up Garbage, Recycling bags and pick up: Waste Management 762-3000
- Set up Compost Bin and pick-up: Cedar Grove Compost
Casey Funke | Delivery and Sales Specialist | Cedar Grove Composting | office - 206.832.3000 | cell - 206.491.5427 | casey.funke@cgcompost.com

Vendors

- Send out Permits to Sell- March 1st
- Remind vendors to apply for FMNP/WIC by April 1st

Special Circumstances

April

Permitting

- Ask HD to send a list of all the permits they have for CCFM – Check vendor permit spread sheet and call all who still need a permit to avoid late fees(MM)
- Secure Commissary Agreement with La Medusa or Columbia City Bakery(MM)

Marketing

- Drop off flyers/Coloring Contests Orca and Graham Hill Elementary with a few posters – call first(MM & CL)
- Poster CC and surrounding neighborhoods (Beacon Hill, Mt Baker, Seward Park, north Rainier...) See if Regina is still available to vol: 725-8137 (MM & CL)
- Remind neighboring businesses “no exit to Edmunds from 12-8pm.” (MM)
- Print “Please don’t hang on rails” signs for Southside commons. (MM)
- Inform SSD tenants and Southside Commons of market. (MM)
- Attend CCBA marketing Committee (last Tuesday of the month) and the CCBA general meeting (first Tuesday of every month) to pass out posters (MM)
- Press releases – send out two weeks before opening day (CL & JH)

Operations

- Contact AM Sign people Damani (861-5247) and Jacob (774-216-1131)(MM)
- Coordinate WIC dates (they’ll contact us) (MM)
- Refresh on-site dots (MM)
- Hang banners on FHS fence facing Rainier – Check with Molly for banners (MM)
- Inventory shed: tents, demo equip, first aid, signage, seating, weights...purchase new or borrow from other sheds. (MM)
- Service fire extinguisher – bring to office(MM)

Vendors

- Vendor Layout (MM)
- Redo Envelopes with seasonal percentages(MM)

Week before opening day:

Permitting

Marketing

- Send CCBA and Rainier Valley post reminders(MM)
- Facebook updates

Operations

- Tuesday before Opening Day: Place SDOT No-Parks along Edmunds with sign in file (MM)
- Flier cars on Edmunds
- Call the School for the Blind to remind them that the South Sidewalk closes on Wednesdays (206-906-5500)
- Thursday before Opening Day: hang banner on SDOT fence on MLK by CC Light Rail station facing west and one across the street facing east on MLK(MM)

Vendors

- Call all vendors: market hours, location, load in time, parking and fees, WIC/FMNP, what to bring answer any questions...(MM)

Special Circumstances

CLOSING

Permitting

Marketing

- Thanks neighborhood partners and volunteers and helpers with merch, flowers, market bucks, etc. *a few weeks before the market closes*
 - Southside Commons*
 - Interagency Academy*
 - Construction Company: SD Deacon*
 - Neighbors*
 - Sign people*
 - Parking sponsors*

Operations

- Cancel all seasonal accounts (garbage, recycle, compost, Sani-Can...)
- Remove all banners after last day and give to Molly to update
- Note any known shed inventory needs
- Remove banners, clean, return to office for updates

Vendors

- Send a thank you email out to vendors with reflection on season and thoughts for for next season.

Special Circumstances

Updated Fall 2018 - Saved in CCFM market file and Procedures.

CCFM Day of Procedures 2016

Staff Hours: Nina (MM): 11:00-8:30/9 Thea (MA1): 10:00-8:00 Connor (MA2): 1:00-8:30/9 Sarah (MA3): 2:00-8:30/9
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10:00 am (MA1: Thea)

- Unlock signs (combo lock: 7-9-35)
- Place directional signage around the neighborhood
- Stage street closure signage at East and West ends
- Open Shed – combo 4-2-1-2

11:00 (Market Manager) Arrives

- Chalk vendor stalls (MM)
- Monitor vehicles coming in and out, notify drivers of street closure (MM/Thea)
- Stage street closure signs (MM/Thea)
- Clean street/doggie patrol (MM)

12:00 pm

- **CLOSE STREET** (MM on west end, Thea on the east)
- Stage kids and manager tent (Thea)
- If there are cars still parked in the street (MM)
 - call SPD Non-Emergency: 3518 S Edmunds St
- Unlock and move picnic table – combo 7-9-35 (MM with Vendor (Tandoozy/Lily's))
- Monitor vendor parking and loading: keep street mostly closed (MM)
 - Put out 'No Left Turn' sign at alleyway (backside of chef's parking sign)

1:00-2:30 pm (MA2 Arrives @1pm: Connor)

- Monitor driveway (MM/Thea/Connor)
- Set aside Construction No-Parks (Connor)
- Line waste cans, place waste bins at East, West and Park (Connor)
- Place A-Boards in park and stage at Manager tent (Connor)
- Set up Kids tent (tent, table, 2 chairs) (Thea, if needed)
- Set up Music Tent (tent, 2 chairs) (Connor, if needed)
- Set up Info Tent (tent, 2 chairs) (Thea)
 - Set up display for merch and info
- Put out 3 3x3 white plastic tables w/chairs in park with table cloths (Connor)
- Fill up water for drinking and hand wash station/ set up hand wash station (Thea)

2:00 pm (MA3: Sarah-Manager's Booth)

- Stage cones at alley on Edmunds (Sarah)
 - Line up when all vendor vehicles are cleared (Sarah, MM, Connor)
- Secure handicapped and Chef parking spot Edmunds w/handicapped sign (Sarah)
- Set up materials at Info Booth (Thea and Sarah)
- Arrange info table, put up EBT banners & signage (Thea and Sarah)
- Write up and display signs for special events, what's fresh, etc. (Sarah)
 - A-Boards throughout market (Sarah/MM)

3:00pm

- Open Market with bell

3:00pm-7:00pm

- Staff Info Booth (MM, Thea, Connor, Sarah)
- Run EBT transactions (MM, Thea, Connor, Sarah)
- Health Dept. logs @ 3:15 (Sarah)
- Shopper Counts/Check All Trash/Eating Tables/Barnacles- (Rotate)
- Cover staff breaks (MA1 3:30-4:15, MM 4:15-4:45, MA2 4:30-5:00, MA3 5-5:30)

6:00 pm

- Pass out vendor envelopes (MM)

- Take down kids tent/umbrellas in playground plaza (Connor)
- Collect neighborhood directional signs and place beside shed (Thea)

6:30 pm

- Begin clearing info table (MM)
- Collect in-market signage (Sarah)
- Collect Farmer Posters (Thea)

7:00 - 8:00 pm

- Check out vendors (MM/Thea)
- Monitor vendor load out (Connor)
- Take down music tent, extra tables and all equipment: pack in shed (Connor/Sarah)
 - Wipe Down Tables and Chairs
- Dispose of garbage/recycling into PCC dumpsters - (Connor/Sarah)
- Break down Info Tent (MM/Thea)
 - Take supplies to shed (Connor/Sarah/MM)

8:00 pm (MA1: Thea Leaves)

- Re-Open street when vendors are cleared (MM/Connor/Sarah)
- Load market boxes in manager vehicle (MM)
- Move and lock picnic table (MM/Connor/Sarah)
- Pick up garbage in the park and on street (MM/Sarah)
- Lock Shed and street closure signage
- **MM, Connor, Sarah Leave at 8:30-9pm**

Contacts:

Volunteer: Regina 725-8137 (postering, zucchini races)

Bank of America: 358-2123 (#4)

Fire Marshall: 386-1450

Southside Commons: Tysonia 568-5400

Health Dept.: Larry Smith 263-8489

Parks Department: Jeff Hodges 684-4080

South Precinct: 386-9180

Food Banks:

St Marys: Deep 324-0050 info@thefbsm.org

Rainier Valley: Kenchana 723-4105

Odessa Brown WIC Clinic: 987-7235

SPD Captain Carmen Best: 386.1861, cell: 255.8889

Interagency Academy: Office: 743-3930, Kaaren Andrews 321-0416, Melinda Leonard (VP): 326-9187

Columbia City Church of Hope: Darla DeFrance: 206-909-1813

PCC Manager: Scott McCormick 206-723-2720

Rainier Property Management: Jonathan Tran-206-726-1144 (ext.3), Building Manager: Chad Champion-206-372-9680

Rob Mohn 206-465-6652

LAKE CITY FARMERS MARKET WEEKLY REPORT 2019

Date: _____

Weather: _____

Vendors: _____

Market Staff: _____ In: _____ Out: _____

Customers: _____

Market Staff: _____ In: _____ Out: _____

Volunteers: _____

Market Staff: _____ In: _____ Out: _____

Volunteer Hrs: _____

EBT Sales: \$ _____

Non-profits:

Merchandise Sales: \$ _____

1. _____

Vendor Fees: \$ _____

2. _____

Market Vendor Sales: \$ _____

3. _____

Cars Towed: _____

Music/Tasting/Chef Demo/Special Promotion (circle one):

Event Comments: _____

Manager/Staff Notes: _____

Vendor/Volunteer/Shopper Suggestions: _____

Lost Item(s): _____ Name: _____ Phone: _____

Found Item(s): _____ Name: _____ Phone: _____

CUSTOMER COUNTS:

3:00 _____
 3:30 _____
 4:00 _____
 4:30 _____
 5:00 _____
 5:30 _____
 6:00 _____
 6:30 _____
 7:00 _____

 Total _____

HEALTH DEPARTMENT INSPECTOR/NFMA STAFF:

_____ (____:____) (____:____) = _____
Name Time In Time Out Total Hrs
 _____ (____:____) (____:____) = _____
Name Time In Time Out Total Hrs

VOLUNTEERS: please print first and last name clearly

_____ (____:____) (____:____) = _____
 _____ (____:____) (____:____) = _____
 _____ (____:____) (____:____) = _____
 _____ (____:____) (____:____) = _____

TOTAL VOLUNTEER HOURS = _____

Bike Benefits: Sold _____
Redeemed _____

MARKET SALES

Cash Amount	Credit Amount	Merchandise (Items)	Donations Above \$10 (Type: GFF, NFMA, etc.)	Gift Certificate (Note #)	Staff Initials
					TOTAL

GC Redeemed (Amount/#):

	TOTAL
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XY Farmers Market 2019

Tuesdays 10am-2pm	6/10	6/17	6/24	7/1	Total	Average	Highest Sales	Lowest Sale
Berries	986	1173	1664	2126	\$ 5,949	\$ 1,487	\$ 2,126	\$ 986
Row Crops	958	1375	1981	2038	\$ 6,352	\$ 1,588	\$ 2,038	\$ 958
Row Crops	1022	1080	1239	1957	\$ 5,298	\$ 1,325	\$ 1,957	\$ 1,022
Berries	848	1114	1278	1924	\$ 5,164	\$ 1,291	\$ 1,924	\$ 848
Orchard	552	389	1397	1575	\$ 3,913	\$ 978	\$ 1,575	\$ 389
Specialty Farm	891	961	1139	1556	\$ 4,547	\$ 1,137	\$ 1,556	\$ 891
Orchard	1517	999	915	1134	\$ 4,565	\$ 1,141	\$ 1,517	\$ 915
East Side Farm	871	921	851	1316	\$ 3,959	\$ 990	\$ 1,316	\$ 851
Flowers	1100	1002	880	1080	\$ 4,062	\$ 1,016	\$ 1,100	\$ 880
East Side Farm	450	1079	475	601	\$ 2,605	\$ 651	\$ 1,079	\$ 450
Rancher	890	673	884	1045	\$ 3,492	\$ 873	\$ 1,045	\$ 673
Prepared Food	825	990	858	677	\$ 3,350	\$ 837	\$ 990	\$ 677
Eggs and Poultry	646	764	892		\$ 2,302	\$ 767	\$ 892	\$ 646
Ice Cream	733		869	714	\$ 2,316	\$ 772	\$ 869	\$ 714
Dairy	700	862	647	753	\$ 2,962	\$ 740	\$ 862	\$ 647
Prepared Food	806	748	716	848	\$ 3,118	\$ 780	\$ 848	\$ 716
Orchard	580	777	526	752	\$ 2,635	\$ 659	\$ 777	\$ 526
Prepared Food	410			770	\$ 1,180	\$ 590	\$ 770	\$ 410
Bakery	605	756	754	748	\$ 2,863	\$ 716	\$ 756	\$ 605
Bakery	491	655	627	684	\$ 2,456	\$ 614	\$ 684	\$ 491
Prepared Food	432	620	540	571	\$ 2,163	\$ 541	\$ 620	\$ 432
Flowers and Row Crops	550	605	545	615	\$ 2,315	\$ 579	\$ 615	\$ 545
East Side Farm	530	311	473	591	\$ 1,905	\$ 476	\$ 591	\$ 311
Flowers		468	552	442	\$ 1,462	\$ 487	\$ 552	\$ 442
Specialty Beverage			512	501	\$ 1,013	\$ 507	\$ 512	\$ 501
Bakery	470	504	477	348	\$ 1,799	\$ 450	\$ 504	\$ 348
Winery	469		295	478	\$ 1,242	\$ 414	\$ 478	\$ 295
Processor	388	337	438	370	\$ 1,533	\$ 383	\$ 438	\$ 337
Nuts	298	381	241	424	\$ 1,344	\$ 336	\$ 424	\$ 241
Processor	222	351	219	422	\$ 1,214	\$ 304	\$ 422	\$ 219
Mushrooms		150			\$ 150	\$ 150	\$ 150	\$ 150
Brewery	60				\$ 60	\$ 60	\$ 60	\$ 60

	Daily Total	\$ 19,300	\$ 20,044	\$ 22,884	\$ 27,060	Total	\$ 89,287
Number of Vendors	29	27	29	29			
Average per Vendor	665.5097	742.3689	789.0921	933.0972			
Average per Farmer	769.9044	793.8926	888.0747	1133.748			
Total Specialty Crop Sales							
Average per SC Farmer							
Total Prepared Food							
etc.							

Sample Market Profile

WEDNESDAYS – Columbia City Farmers Market, CCFM

Location: S. Edmunds St between 35th Ave S and 37th Ave S at Columbia Park, 98118
Between Martin Luther King Way and Rainier Ave S

Market dates: May 8 – October 9, 2019

Market Hours: 3pm – 7pm

Market Manager Phone Number: 206-841-2374

Market Manager: Jonica Strongman

MARKET PROFILE

The Columbia City Farmers Market opened 1998, and has grown with the diverse and cohesive community around it. The market averages over 2,500 shoppers a day, with many families using the park to gather and picnic on market day. There are an average of 50 vendors occupying S. Edmunds, and Columbia Park.



OPERATIONAL GUIDELINES

CCFM Information Booth

- Located on S. Edmunds near the alley between 35th and 36th.
- If using GPS to locate market, search PCC Columbia City.
- If you do not have a space assignment, please stop by the Information Booth or look for the manager.

Unloading and Loading

- Set up begins at noon and no earlier.
- Vehicles may not enter the park.
- All vehicles must exit the market by 2:30 and may not re-enter until 7:15.
- Breakdown is not allowed before the market closes at 7 p.m.
- The loading protocol is based on your location in the market. Please see the attached.

Sample Market Profile

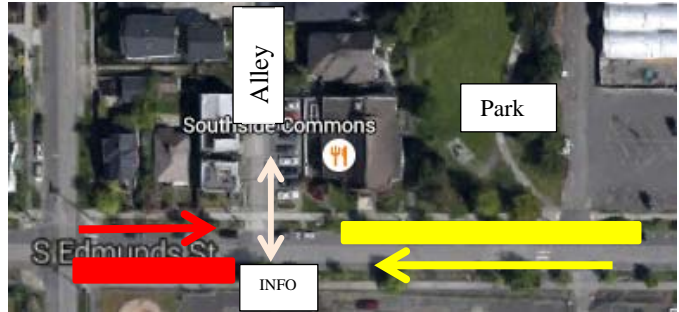
Columbia City Farmers Market Loading Protocol:

Vendors East of the Info Booth/Alley:

1. Enter from Rainier
2. Park on the North side of the street leaving room for vendors to pass to the south.
3. Bring your vehicle only after you have broken down and are ready to load.
4. Please be considerate of your neighbors!

Vendor West of the Info Booth/Alley:

1. Enter from 35th
2. Park on the South side of the street leaving room for vendors to pass to the north
3. Bring your vehicle only after you have broken down and are ready to load.
4. Please be considerate of your neighbors!



Parking

- We will provide a map of available parking in the neighborhood.
- Vendor staff and extra vehicles must park more than 3 blocks away to allow for shopper access to the market.

Restrooms

Bathroom facilities are available in PCC.

Water

Non-potable water is available from the garden hose at the southwestern edge of the park, off the South Side Commons building, and eventually at the PCC.

ATM

The closest ATM machine is located at the Bank of America on the corner of Edmunds and Rainier.

Food Bank Collection

The Rainier Valley Food Bank collects donated food at the end of each market day.

Social Media

- Facebook: facebook.com/ColumbiaCityFarmersMarket/
- Twitter: [SeattleFarmMkts](https://twitter.com/SeattleFarmMkts)
- Instagram: [@seattlefarmersmkts](https://www.instagram.com/seattlefarmersmkts)

Sample Market Profile

Weather-related cancellations

All NFMA markets are open rain or shine. However, since markets are held in open-air venues, we reserve the right to close a market if it is determined that severe weather conditions could comprise the safety of vendors and shoppers. See our vendor rules for guidelines.

Driving Directions

Nearby landmarks: Columbia Park, PCC
Natural Markets Columbia City

From the South

- Follow I-5 N to Martin Luther King Jr Way S in Tukwila. Take exit 157 from I-5 N
- Follow Martin Luther King Jr Way S to 37th Ave S in Seattle, 4.1 mi / 9 min
- Turn right onto S Alaska St
- Turn right onto Rainier Ave S
- Take the next right onto S Edmunds St

From the North

- Take I-5 S
- Take exit 163A toward Columbian Way
- Merge onto S Columbian Way
- Slight right onto 15th Ave S
- Slight left onto S Columbian Way
- Continue onto S Alaska St
- Turn right onto Rainier Ave S
- Take the next right onto S Edmunds St

Name: _____ Market Manager Onboarding

Week 1 Objectives

- 1) Meet the team!
- 2) Understand organizational history, markets & programs
- 3) Train on EBT transactions
- 4) Understand vendor categories & fees

Wednesday, January 3 11AM - 3PM

When	What	Who
11AM	<ul style="list-style-type: none"> • Review Personnel Policies: Goal to understand roles, structure & communications • Discuss: weekly meeting • Introduce: Internal Market Organizational Structure 	Director/Board
12PM	Fill Out New Employee Paperwork & Timesheets	Director/Board
	Lunch	
1PM	Settle: Desk space, get supplies, computer login, train on office equipment; key & alarm code <ul style="list-style-type: none"> • Share drive • Log-in email 	Office Admin
1:30PM	Overview of NFM: History, Markets, Stats & Programs	Director Board
2PM	Vendor Handbook: read on your own and list questions	On your own

Thursday, January 4, 9:30AM – 3:00PM

When	What	Who
10AM – 11:30AM	Staff Meeting	All
	Break / Lunch	
12:30 – 1:30PM	Overview of Layout & Vendor Roster	Staff
1:30 - 3PM	Food Access / EBT Training & Invoice Training	Staff

Friday, January 5 9AM - 1PM

When	What	Who
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9am-11:30am	Create and adhere Winter Labels for vendors based on layout and roster (Goal: Understand vendor categories and fees) Introduction to "box" training	Staff/Market Manager
11:30am-12:15pm	Vendor Handbook Q&A	Staff/Market Manager

Sunday, January 7 7:30am to 5pm

When	What	Who
Market Site	Shadow Staff & Manager, hands on with EBT, Gift Certs, and other transactions	Market Manager

Market Manager/Assistant Manager On-Boarding: 30 60 90 Days

<p>Goals:</p> <ol style="list-style-type: none"> 1) Understand the use of competencies 2) Gain understanding of training process and expectations 3) Understand how this process is implemented 4) Clarify roles, tasks and expectations of staff <p>NFMA Mission: Support and strengthen Washington's small Family Farm business by creating and operating vibrant, successful neighborhood Farmers Markets. These markets are established for the benefit of the community, the vendor and the customer alike.</p>			
	30 days: Understand	60 days: Assess	90 days: Optimize
Process	<ul style="list-style-type: none"> <input type="checkbox"/> Overview: History, background and basic intro to each market <input type="checkbox"/> Read current Guidelines and Policies for vendors and staff <input type="checkbox"/> Overview of market's vendor base and product mix (ongoing) <input type="checkbox"/> Invoicing and vendor payment system 	<ul style="list-style-type: none"> <input type="checkbox"/> Understand principles of design for layout <input type="checkbox"/> Learn application and permitting process <input type="checkbox"/> Know how we modify and change schedules and product limitations 	<ul style="list-style-type: none"> <input type="checkbox"/> Understand your market, and how to manage it, change and adapt <input type="checkbox"/> Know how your job impacts the larger organization <input type="checkbox"/> Understand the Org structure and communication flow <input type="checkbox"/> Learn what red flags or challenges
Market Day On-Site Operations	<ul style="list-style-type: none"> <input type="checkbox"/> Overview of Market info booth procedures (ie: Shadow outgoing Market Manager and chalking <input type="checkbox"/> Overview of market layout, shed, commissary <input type="checkbox"/> Overview of market day preparations 	<ul style="list-style-type: none"> <input type="checkbox"/> Market schedules and coding <input type="checkbox"/> Design Market map and noting seasonal layout changes 	<ul style="list-style-type: none"> <input type="checkbox"/> Understand/Facilitate market day operations, preparations and follow ups <input type="checkbox"/> Cross train with Market Staff <input type="checkbox"/> Comfortable delegating and teaching clients <input type="checkbox"/> Big picture understanding of market operations
Tools	<ul style="list-style-type: none"> <input type="checkbox"/> Market Layout and Design <input type="checkbox"/> Vendor Schedule <input type="checkbox"/> Technology and computer based tools (Publisher, Word, Excel) <input type="checkbox"/> Online portal 	<ul style="list-style-type: none"> <input type="checkbox"/> Intro to community partners and important contacts <input type="checkbox"/> Interpersonal relationship development with vendors 	<ul style="list-style-type: none"> <input type="checkbox"/> Customize tools that could improve efficiency and timeliness <input type="checkbox"/> Market Outreach and social media
Community/ Big Picture	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the basic concepts of KCHD Guidelines and weekly coordination at markets <input type="checkbox"/> Understand Market safety process 	<ul style="list-style-type: none"> <input type="checkbox"/> Understand additional NFMA programs <input type="checkbox"/> Understand NFMA and its role in King County/WA Food System 	<ul style="list-style-type: none"> <input type="checkbox"/> Attend neighborhood org meetings <input type="checkbox"/> Demonstrate ownership, and take on the "Face of the Market" <input type="checkbox"/> Training and managing of staff and vendors

At the end of the 90 Day Training/Probationary period, the Market Manager will receive a formal evaluation including a self-assessment/reflection, goal setting, provide opportunities for feedback, and a supervisor evaluation. If more training is needed in any of the core competencies, next steps and a timeline will follow. Formal transition from weekly to monthly check-in's with Operations Managers.

Core Competencies:

Analytical Thinking-This refers to your ability to apply logic to solve problems and to get the job done. Completion!

Forward Thinking-This refers to your ability to anticipate consequences of situations or implications of certain actions, and then to respond appropriately ie: knowing how layout changes will influence sales or warning vendors when spots will be moved.

Conflict Resolution and De-escalation-Works to resolve all sorts of differences, especially among employees in order to maintain a good working relationship.

Flexibility-This shows your ability to adapt to whatever changes that happen in a organization/market without losing focus on your goals including your ability to apply your knowledge to your new circumstances ie: no shows, bad weather or a vehicle not getting towed! Sometimes being flexible means being flexible with how TIME is allotted and reprioritizing...forward thinking!

Interpersonal Relations-Exhibits understanding and respect of others to achieve and maintain a harmonious working relationship.

Responsive Service-Anticipate a client's (vendors, shoppers, buskers, neighborhood partners, etc) needs and respond to them in a timely and courteous manner.

Project Management-The ability and knowledge to bring together all aspects of a project that are essential to its timely and efficient completion.

Supporting Competencies:

Computer Competency-Your skills in operating a computer and the applications needed in your work.

Creative Thinking-This shows your ability to develop new strategies and to think outside the box in order to get the job done.

Decision Making-This not only refers to your ability to make decisions, but also the way you take responsibility for every decision made.

Empowers Others-You not only boost employee confidence, but also give them the freedom to complete their tasks.

Excellent Communication-This is less to do with talking and more on using language effectively in order to gather information and facilitate exchange of ideas that would yield results.

Risk Management and Assessment-A process of taking action to evaluate health and safety risks in order to minimize threats to the market/organization and its employees including incidents, customer and vendor concerns as well as maintaining a safe work environment.

Market Manager			
Assistant Manager / Onsite Manager			